



HANKEN

HANKEN SCHOOL OF ECONOMICS

PRME REPORT 2011-2012

HANKEN.FI





MISSION

The mission of Hanken, a leading autonomous business school in Northern Europe, is to advance new knowledge in business and society

- » through research and teaching activities which are characterised by academic excellence and corporate world relevance,
- » through a programme portfolio that is targeted to an international student body simultaneously safeguarding Hanken's statutory responsibility for educating business graduates that are fluent in Swedish,
- » through current research-based management education that fosters analytical and critical thinking as well as managerial competencies, and
- » through executive education and life-long learning that have a profound impact on management practice.

In fulfilling its mission, Hanken fosters values of openness, social responsibility, integrity and high quality in all activities.

VISION

Hanken is an acknowledged research-intensive business school with a distinctive profile in research and education. Hanken is well known for its international orientation, its creation of new knowledge, its internationally competitive graduates and its close interaction with the global academic and business communities.



A WORD FROM THE RECTOR

It's been roughly five years since the Hanken School of Economics started implementing its strategy for sustainable development in 2007, and roughly four years since we underwrote the Principles for Responsible Management Education (PRME). During this time, many steps have been undertaken.

First and foremost, the sustainability perspective is now included in Hanken's long-run strategy, Hanken 2020. Now, also a more detailed short-run strategy is under construction, and will naturally include a sustainability view as well. Still, more important are the real-life steps which bring sustainability aspects into practical work and education. Hanken is now in the process for the AACSB accreditation, and as a part of this, is working with the Assessment of Learning (AOL) process. Sustainability and corporate responsibility are among the key elements in the general learning goals. To ensure that Hanken's students will be exposed to education on sustainability issues, Hanken has also e.g. included a number of sessions and assignments on the topic among the mandatory first year classes, as well as built a specific corporate responsibility minor for more advanced students. Recently, sustainability issues were also the topic of our international Alumni day in Zurich, thus bringing this topic area also to Hanken graduates from long ago.

Also on the research front, new steps to advance research on corporate responsibility have been taken. In spring 2012, a new research centre, the Hanken Centre for Corporate Governance, was founded. By drawing on Hanken's expertise in corporate governance issues from various disciplines, and by facilitating interaction between them, as well as with the business community, the centre offers research and teaching that aims at improved corporate governance practices. The centre is expected to further boost research on governance and sustainability at Hanken, which already is at a good level, recently evidenced e.g. by several Ph.D. theses on ethical issues, as well as a good amount of refereed international research publications touching upon sustainability and governance.

We are very happy to travel on our road towards an increasingly systematic focus on values of global social responsibility. Hanken is a small, transparent institution where respect, cooperation and equality are emphasized. Our increasing awareness of sustainability issues will help us in producing responsible leaders for the world of tomorrow.



PRINCIPLE 1. PURPOSE

At Hanken implementing the PRME entails thinking in terms of gradual transformation of management education, rather than merely adding “responsibility” or “ethics” as topics to the existing curriculum. This poses a number of organizational learning challenges, as with all transformative learning we realize it will take time, but as a business school we are committed to making it an integrated part of educational practice. Hanken started implementing its strategy for sustainable development in 2007. Today, Hanken integrates a sustainability perspective in its strategy, mission and vision.

1) FRAMEWORKS AND STRATEGIES (A)

“New challenges as the internationalisation and globalisation emphasise the complex relation between business, the physical environment and social welfare. Sustainable development attaches an important role to the field of economics and business administration...The notion of sustainable development comprises issues on ethics, societal and socio-cultural responsibility, economic development, nature, and a responsibility for future generations...”

(From Hanken’s Strategy for Sustainable Development)

Understanding the complexities of a globalizing world and international challenges related to business, the physical environment and social welfare has become increasingly important, and more widely discussed. These issues are much debated within the academic community, among students and in civil society, and business organisations are putting more emphasis on understanding and dealing with these challenges. Thus, it has become increasingly important for Hanken to be a part of this wide debate and paradigm change.

At Hanken we are educating future leaders and we understand the responsibilities that come with it. We are actively contributing to international research related to social responsibility. We put particular emphasis on collaborating with others developing new ideas, finding new fields of research and implementing more efficient ways of teaching. The goal at Hanken is to develop an integrated approach to

PRME. Historically, the development of sustainability and responsibility at Hanken has been facilitated by faculty interested in the field and with knowledge in the topic. Arriving at the point where we are today has required incremental changes over a longer period of time. An integrated approach has been gradually developed through:

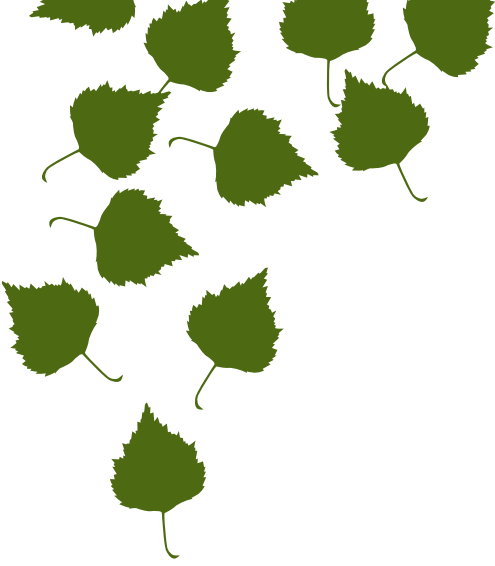
- » The view that a single detached course in business ethics is not enough, but rather that the exposure to different ethical perspectives should be integrated across educational programmes.
- » Educating critically thinking individuals with exposure to a variety of views and values.
- » A bottom-up approach, in which sustainability and responsibility are gradually reaching the strategic level through a variety of activities.

Thus, PRME implementation at Hanken involves combining a bottom-up approach to PRME issues, while at the same time anchoring these issues on the strategic level. We realise, however, that even though many things have been done, we are still in the beginning of the process.

2) FACILITATION (B)

Hanken has developed facilitations that support the integration and implementation of sustainability and responsibility at Hanken. One of the tangible developments is that notions of sustainability and responsibility have been included in Hanken’s strategy, mission and vision. In addition, Hanken has a specific strategy for sustainability. Thus, these issues get to permeate Hanken’s everyday activities. This highlights the needed balance between achieving responsible management education through a bottom-up approach and a more hierarchical approach.

The fact that Hanken is currently in the process of AACSB accreditation has facilitated a more structured and integrated approach to responsible management education. For example, the assurance of learning (AOL) is helping us track the integration of social responsibility issues in different courses and programmes. Similarly, the work related to Hanken’s EQUIS accreditation has also supported a more structured approach in relation to these issues.



Yet, the most structured external facilitation has come from PRME itself. The work explicitly related to PRME has been a very effective way for Hanken to develop ideas and organise thoughts, plans and challenges. PRME provides structure to the different goals and activities at Hanken, and the principles support the adaptation of related issues across Hanken. The implementation of PRME supports Hanken's goal of educating critically thinking individuals with skills in addressing and solving problems in a variety of ways. In addition, this approach has also supported the critical approach by researchers at Hanken.

Since 2007 Hanken offers a cross-disciplinary minor in Corporate Responsibility (henceforth CR minor), which is designed to provide students with an in-depth understanding of issues related to corporate responsibility and management ethics. The introduction of a minor that focuses on social responsibility issues was a result of Hanken's decision to endorse PRME. The minor amounts to 25 ECTS credits and can be registered on the bachelor's or master's degree. It combines perspectives on social responsibility from subjects such as Supply Chain Management and Corporate Geography, Politics and Business, Management and Organisation, Marketing and Commercial Law.

Hanken also has an English Master's Programme in Corporate Governance. This field of study also takes an interdisciplinary approach. The master's programme uses well-known professors from different areas of Business Economics as teachers and contains courses from the subjects of Economics, Finance, Management and Organisation and Accounting. The programme consists of 90 ECTS credits of compulsory corporate governance studies in different fields of business economics, and a total of 30 ECTS of elective courses from Hanken's curriculum.

3) ACHIEVEMENTS (C).

"4. Graduates have a global perspective and understand the implications of social responsibility

- 4.1 Students can analyze business and organisational issues in a global setting
- 4.2 Students recognize the social responsibilities and impacts of business

(From Hanken's learning goals and objectives for the integrated MSc programme)

"4. MBA graduates are able to act as responsible leaders in an international context

- 4.1 MBA graduates recognize ethical dilemmas and corporate social responsibility issues facing managers
- 4.2 MBA graduates are able to assess how their actions affect their stakeholders on a national and international scale"

(From Hanken's learning goals and objectives for the MBA programme)

The learning goals in relation to the AACSB accreditation process have facilitated a positive development at Hanken. The learning goals explicitly communicate, not only to students but also to staff and researchers, the goals of education both for the school as a whole and within each subject. The AACSB accreditation process has brought forward a way of measuring the integration in our education, as well as a way of better following up the development.

The Sustainability Strategy of Hanken, with topics, objectives and means has also helped get responsible management education to a more operative and practical level. The sustainability strategy at Hanken:

- » Provides a focus on the integrative approach, ensuring sustainability being addressed at several levels and in a variety of ways; in daily activities, in educational programmes, as well as in research
- » Addresses sustainability in all activities at Hanken.
- » Specifies the means for reaching the objectives and the way they are measured.



Hanken's Strategy for Sustainable Development specifies the following indicators for the implementation of PRME at Hanken:

- » The amount of ECTS credits that have been completed within the CR minor,
- » The amount of academic publications related to social responsibility issues,
- » The amount of relevant seminars and conferences arranged
- » The indicators of WWF's Green Office certificate.

In relation to these indicators, Hanken successfully arranged the first CR3 conference April 8-9 2011. This conference was a collaboration between Audencia Nantes School of Management (France), Hanken School of Economics (Finland) and ISAE/FGV in Curitiba (Brazil). The conference attracted around 80 scholars from around the world to Hanken, and resulted in a special issue in around the theme 'the power of responsibility'

After the conference, a fourth partner, La Trobe University Business School (Australia), was included, and the conference was renamed CR3+. In May 2012, two CR3+ streams were arranged by Audencia Nantes School of Management, as part of the RIODD conference. Plans and arrangements for the 3rd CR3+ event in Curitiba (Brazil) during Spring 2013 are currently in progress.

- » Other notable achievements in relation to these measurements include:
- » In the spring of 2012 Hanken launched its masters programme in Corporate Governance, as a cross disciplinary education, including courses from four major subjects.
- » In May 2012 Hanken arranged its International Alumni Day in Zürich on the theme "Bringing Sustainability to business", the event successfully brought together Hanken alumni with speakers from e.g. SAM Sustainable Asset Management, Wärtsilä, UNEP and World Economic Forum on the topic of sustainable development.

- » Hanken became a part of the WWF Green Office in 2010. This has led us to focus more on sustainable office practices, and led to developments related to decreasing paper usage; waste reduction; and more responsible power usage. Admittedly the development in this area has been slow, as Hanken did not reach the goal of reducing usage of electricity by 5% and paper usage by 10% by the end of 2011, but the trend still shows a decrease in both paper and electricity usage. In addition, waste has decreased in year 2011 in comparison to 2010.
- » Hanken is continuing to reach out to businesses. Hanken has notably developed partnerships with Finnish Business and Society (FiBS) and PricewaterhouseCoopers (PwC) around social responsibility issues, involving Hanken students through, for instance, internships, team projects (within the framework of a project course in Corporate Responsibility) and a nationwide Finnish CSR reporting competition.

4) GOALS/PLANS (D)

- » Arranging the 3rd CR3+ event in Curitiba, Brazil in 2013.
- » Arranging the 4th CR3+ event in La Trobe University, Australia in 2014.
- » Goal of reducing paper usage by 10% now set for end of 2012.
- » Goal of reducing electricity usage by 5% now set for 2012.
- » Raising more awareness around Green Office and its goals.
- » Internships, projects and various work practice opportunities at FiBS, PwC and other organizations.

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
ARRANGE THE FIRST CR3 CONFERENCE	↑	<p>THE CR3 CONFERENCE AT HANKEN, ARRANGED IN 2011.</p> <p>LA TROBE UNIVERSITY BUSINESS SCHOOL JOINING AS A FOURTH PARTNER IN 2012 MAKING IT THE CR3+ CONFERENCE.</p>	<p>ARRANGING THE 3RD CR3+ EVENT IN CURITIBA, BRAZIL IN 2013.</p> <p>ARRANGING THE 4TH CR3+ EVENT IN LA TROBE UNIVERSITY, AUSTRALIA IN 2014.</p>
REMADE NORDIC COLLABORATION	↓	PROJECT NOT REALISED DUE TO LACK OF FUNDING	-
GREEN OFFICE	↗	<p>RECEIVING THE RIGHT OF USING THE WWF GREEN OFFICE SYMBOL IN 2011.</p> <p>REDUCED PAPER USAGE AND USAGE OF ELECTRICITY BUT GOALS FOR 2011 NOT REACHED.</p> <p>WASTE REDUCED AND BINS ENCOURAGING RECYCLING PUT IN PLACE.</p>	<p>GOAL OF REDUCING PAPER USAGE BY 10% NOW SET FOR END OF 2012.</p> <p>GOAL OF REDUCING ELECTRICITY USAGE BY 5% NOW SET FOR 2012.</p> <p>RAISING MORE AWARENESS AROUND GREEN OFFICE AND ITS GOALS.</p>
CONTINUING TO REACH OUT TO BUSINESSES AND ALUMNI	↑	<p>DEEPER RELATIONSHIP WITH ORGANIZATIONS SUCH AS FIBS AND PWC AROUND SOCIAL RESPONSIBILITY ISSUES.</p> <p>EVENTS FOR ALUMNI SUCH AS THE INTERNATIONAL ALUMNI DAY IN ZÜRICH</p>	<p>INTERNSHIPS, PROJECTS AND VARIOUS WORK PRACTICE OPPORTUNITIES AT FIBS, PWC AND OTHER ORGANIZATIONS.</p> <p>MOBILIZATION OF ALUMNI AROUND SOCIAL RESPONSIBILITY ISSUES THROUGH EVENTS AND WORKSHOPS</p>

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING

PRINCIPLE 2. VALUES

A central question that arises when integrating PRME is whether to develop new dedicated programmes or try to mainstream corporate responsibility in all programmes. At Hanken economic, social, environmental and ethical aspects are integrated into the education at Bachelor's, Master's and PhD levels, as well as in the MBA programme and in the Open University. We encourage a bottom-up approach, where students, faculty as well as support staff take initiative and actively take part in discussing social responsibility issues.

1) FRAMEWORKS AND STRATEGIES (A)

"A business School that points out in all its activities the social responsibility as well as the social responsibility for a sustainable development of businesses"

(From Hanken 2020: Strategy of Hanken School of Economics)

As social responsibility issues have become an explicit part of the strategy, more emphasis on this has been put in all activities at Hanken. The communication has become more explicit and we have engaged in a variety of activities to explore different perspectives.

"The internal attitude towards sustainable development and ethical values is the corner stone of Hanken's strategy for sustainability. Hanken's internal activities should be characterised by routines and practises that are based on responsibility, openness, co-operation, respect and equality."

(From Strategy for Sustainable development)

The importance of social responsibility issues is communicated throughout the University while respecting individual opinions and perceptions and making it possible for a variety and diversity of research interests to be expressed.

"The mission of HANKEN, a leading autonomous business school in northern Europe, is to advance new knowledge in business and society through current research-based management education that fosters analytical and critical thinking..."

(From The Mission Statement of Hanken School of Economics)

Hanken aims at exposing students, staff and faculty to a large variety of values and thus educating critically thinking individuals means including value discussions in education and research.

2) FACILITATION (B)

Hanken has put in place objectives in relation to the Sustainability strategy at Hanken. In relation to the values the objectives are:

- » to be an educational, fair, secure and effective organisation. The principle of security implies that staff should be able to work in an environment that does not endanger psychical or mental health, that the work environment is comfortable and that everyone strives to prevent and solve workplace-related conflicts.
- » to continuously improve awareness among staff concerning sustainable development and societal responsibility
- » to develop new forms of co-operations between members of faculty and the Student Union, in order to stimulate dialogue and increase interest in sustainability issues
- » to explore, expose and problematize (the role of academic work) dominant values within both business and business schools – not for the sake of criticizing those values, but in order to be reflexive and reach an understanding of what may be problematic in them from a sustainability perspective

The inclusion of social responsibility issues in the strategy of Hanken has an impact on the values across all activities in the school. The School has committees responsible for work welfare and for gender equality. It has a Gender Research Group that has been effective in bringing forward knowledge and research on gender issues both nationally and internationally. This research interest is also prominent in the curriculum, with courses such as Gender, Management and Organisation in which different values related to gender studies are discussed.

Hanken has also implemented tools for plagiarism control and prevention. All assignments at Hanken go through this control to avoid and minimise the risk of plagiarism. The school has systematic guidelines for students on how to re-



ference and cite work in a correct and ethical way and all students are expected to write their papers accordingly. A disciplinary committee reviews cases of suspected academic fraud from students.

3) ACHIEVEMENTS (C)

- » The AoL (Assurance of Learning) process of the AACBS accreditation is helping us measure the integration of social responsibility in our teaching. For instance, the mandatory basic courses in Supply Chain Management & Corporate Geography and Politics & Business both include AoL learning goals and objectives relating to social responsibility. Still, there is work to do on the integration and the AoL will help us see the practical implications of the integration process.
- » Beyond the mandatory basic courses, the integration of social responsibility issues in the curriculum of the integrated bachelor's programme has been largely done through the CR minor described above in relation to 'Purpose'.
- » In all master's programmes, the AoL process is leading to a specification of social responsibility learning goals and objectives, to be assessed in mandatory courses within those programmes. For example, the Master's programme in International Management and Strategy (MIMS) includes assessments of how students understand (1) proactive responsibilities of firms, (2) reactive responsibilities of firms, and (3) important stakeholders of firms.
- » In the past few years the CR minor has been further developed through collaboration with the University of Helsinki. University students from different faculties – with majors such as sociology, political science, communication, theology or biology, for instance – participate in the CR minor, thereby contributing to making the discussion even more cross-disciplinary.
- » The CREME (Corporate Responsibility, Ethics and Management Education) research group was established in 2011, gathering Hanken faculty and doctoral students with a research interest in issues related to corporate responsibility, sustainability, ethics and/or responsible management education. The aim of CREME is to form a cross-disciplinary community that can provide academic support to all Hanken researchers (whether doctoral stu-

dents or faculty members) who have an interest in these topics through the organization of research seminars and other activities. The group arranges around 6 research seminars/meetings every year. At the time of writing the group has about 30 members from five different academic subjects: Entrepreneurship, Management & Organisation, Marketing, Politics & Business, and Supply Chain Management & Corporate Geography.

- » Hanken now also offers an English Master's Programme in Corporate Governance. Interdisciplinary in its approach it features courses from the subjects of Economics, Finance, Management and Organisation and Accounting. The programme consists of 90 ECTS credits of compulsory corporate governance studies in different fields of business economics, and a total of 30 ECTS of elective courses from Hanken's curriculum.
- » Hanken emphasises internationalisation. The internationalisation process fits well with the goals of PRME. The work around PRME brings positive visibility to Hanken on a global level and in turn the recognition on the global level brings positive visibility to the work around PRME internally at Hanken. For example, when three case studies related to Hanken were recently published in the PRME inspirational guide (see pp. 87-90, pp. 279-281 and pp. 290-293), people from the administration noticed the positive publicity and congratulated the faculty members in charge of PRME implementation.

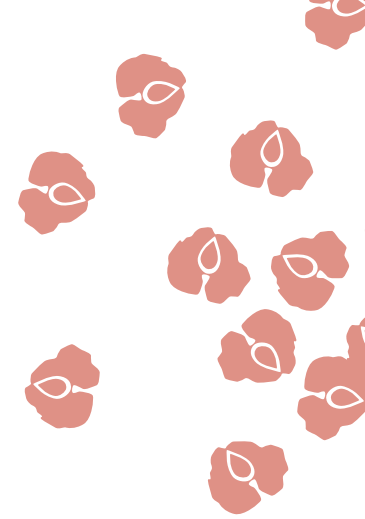
4) GOALS/PLANS (D)

- » Better ways of assessing the learning and the integration of social responsibility issues in a variety of courses and subjects.
- » More cross-disciplinary activities and information sharing. For example, the CREME group will design a cross-disciplinary workshop as part of a public social responsibility event organized by Hanken on November 29, 2012.
- » Developing the Management Ethics course when the resources at the department of Management and Organisation make that possible.

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
INTEGRATION OF SOCIAL RESPONSIBILITY IN TEACHING	↑	<p>FURTHER DEVELOPMENT OF THE CR MINOR.</p> <p>ESTABLISHMENT OF THE CORPORATE GOVERNANCE MASTER'S PROGRAM.</p> <p>ALL PROGRAMS (MASTER'S PROGRAMS, MBA, ETC.) NOW INCLUDING SOCIAL RESPONSIBILITY LEARNING GOALS</p>	DEVELOPING THE CR MINOR TO INCLUDE MORE ELECTIVES, AND TO INCREASE THE NUMBER OF STUDENTS TAKING THE MINOR
ENSURING ALL STUDENTS HAVE EDUCATION IN SOCIAL RESPONSIBILITY ISSUES	↑	THE MANDATORY BACHELOR'S COURSES IN SUPPLY CHAIN MANAGEMENT & CORPORATE GEOGRAPHY AND POLITICS & BUSINESS INCLUDE ASSESSMENTS OF LEARNING RELATED TO SOCIAL RESPONSIBILITY ISSUES.	BETTER WAYS OF ASSESSING THE LEARNING AND THE INTEGRATION OF SOCIAL RESPONSIBILITY ISSUES IN A VARIETY OF COURSES AND SUBJECTS.
CROSS-DISCIPLINARY ACTIVITIES	↑	THE CR MINOR OPEN TO HELSINKI UNIVERSITY STUDENTS, THE CORPORATE GOVERNANCE MASTER'S PROGRAMME AND THE CREME RESEARCH GROUP.	MORE CROSS-DISCIPLINARY ACTIVITIES AND INFORMATION SHARING; E.G. THE CREME GROUP DESIGNING SOCIAL RESPONSIBILITY EVENT FOR NOVEMBER 29, 2012.
COURSE IN MANAGEMENT ETHICS	→	COURSE ADDED IN THE COURSE STRUCTURE BUT NOT TAUGHT UNTIL NOW.	DEVELOPING THE COURSE WHEN THE RESOURCES AT THE DEPARTMENT OF MANAGEMENT AND ORGANISATION MAKE THAT POSSIBLE.

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING





PRINCIPLE 3. METHOD

We encourage critical thinking and reflexivity around the mainstream notion of corporate responsibility. In our view, corporate responsibility should not be approached in a dogmatic way, but used as an opportunity to discuss environmental and social issues – possibly leading to reshaping the very notion of corporate responsibility through research and practise.

1) FRAMEWORKS AND STRATEGIES (A)

“The education promotes the critical thinking of the students and nurtures them into responsible decision makers with high social competence” (Hanken 2020: Strategy of Hanken School of Economics)

At Hanken, we incorporate a variety of perspectives and views as well as different lines of research related to social responsibility to support and encourage students to view things critically and independently.

“Being a business school that educates leaders of tomorrow, Hanken has an important role in fostering corporate responsibility and sustainability principles on a regional, national and international level. Through its programmes, Hanken should educate responsible and conscientious graduates and thus contribute to a sustainable society that is based on an integration of economic, social and environmental development” (Hanken’s Strategy for Sustainable Development)

Students are actively encouraged to think about social responsibility issues in alternative and innovative ways. Students have shown interest and added value in working with alternative views and contrasting perspectives. Hanken aims at providing students with a variety of perspectives and tools for future challenges, and this includes a critical way of assessing, evaluating and solving problems in today’s globalized business world.

2) FACILITATION (B)

The objectives of Hanken’s sustainability strategy provide a frame and focus. The objectives around teaching are that:

- » Economic, social and environmental ethical aspects are integrated into education at the bachelor’s, master’s and PhD levels, in Executive Education and the Open University.

- » Courses with a subject-specific focus in ethics and sustainability issues are offered directly or through collaboration with other universities.
- » Due to the interdisciplinary nature of sustainability issues, new forms of collaboration between departments are supported and developed.

Hanken has an active alumni network – this allows us to invite alumnis to conferences, seminars, events and as guest lecturers in courses. In addition, it allows for a good collaboration between the alumni, Hanken faculty, and the students.

Innovative pedagogical approaches are encouraged at Hanken. For example, the department of management and organisation organizes seminars where faculty members discuss interesting teaching and learning methods they have developed. The courses from the CR minor involve a number of innovative approaches that attempt to expose and problematize and unsettling values that are often dominant among business school students and in management education. Within its PhD programme Hanken provides courses on ethics in research and data collection as a part of the first year education.

The Student Union at Hanken is playing an increasingly active role in engaging students around social responsibility issues. The student union has clubs that arrange smaller events that encourage students to get involved in discussing and working on sustainability and responsibility at Hanken. It also supports student groups that with to form an association or a group that focuses on a topic or issue that students find interesting.

3) ACHIEVEMENTS (C)

- » Hanken has launched a masters programme in Corporate Governance. This programme has allowed for cross disciplinary collaboration at Hanken. More information about the Hanken Centre for Corporate governance can be found at: <http://www.hanken.fi/public/en/hccg>.
- » A doctoral course on Corporate Responsibility was arranged at Hanken at the same time of the 1st CR3 conference (2011). During this course, scholars from La Trobe

University in Australia, Audencia Nantes School of Management, ISAE/FGV in Curitiba in Brazil and HEC Lausanne in Switzerland participated as lecturers contributing with their expertise. In addition, a field visit to the design museum took place during the course.

- » The Student Union restructured the former Net Impact Hanken, which resulted in Hanken Social Impact established in February 2012. Hanken Social Impact (HSI) focuses on bringing together students, researchers and alumni with interest in sustainability and responsibility issues. The reformulation allows the association to focus on interests of Hanken students and raise issues they are concerned with and find interesting.
- » On Dec.1 2011, students in the course CSR: From principles to practice as their course work arranged a CR event about the clothing industry titled "Wearing the Responsibility". The event featured a panel debate with Juha Beurling (General Secretary of the Consumers Association of Finland); Veli-Matti Kankaanpää (CEO at TMA); Eikka Kosonen (Head of European Commission Representation in Finland); Outi Moilala (Researcher); Satu Nieminen (Ethical Trade Finland, and Clean Clothes Campaign); and Maria Ylisiurunen (Product Development Manager at Nanso Group). The event also featured clothes drive for the Red Cross.
- » In October 2011, in the course Intro to CR students acted as reviewers/judges for the national CR reporting awards and were part of awarding the Students' Choice award for the best sustainability report of 2011
- » Hanken has also worked on promoting research and publicity around its research. One research group has been focusing on options for open access publishing. Hanken has in place a system that allows researchers to publish personal versions of research papers and to promote their research profile.

4) GOALS/PLANS (D)

- » Future plans include working closer on the CR3+ conference arrangements with our partners.
- » There are plans for 2012-2013 to develop a CR project course and work practice that combine strong situatedness in praxis while framed by academic concepts and theories. Discussions around both the internship and work practise have taken place in spring 2012 with PwC and FiBS.
- » Hanken is working on raising awareness around the PRME work. In this process, we are developing ideas on how different departments could provide their view and how they are working on the PRME in a suitable way. The visibility of PRME and research within the field has developed, but there is still work within this field to be done.
- » Due to the integration of sustainability and responsibility, there is an on-going development process in terms of how to measure the CR knowledge of students towards the end of their programmes - one suggestion is the development capstone course that is still being investigated.
- » There are plans to develop a specific course that focuses on ethics is being in the subject of Management and Organisation.
- » We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
DEVELOPING OF TEACHING/LEARNING METHODS IN CR	↑	CR TEACHER AWARDED THE TEACHER OF THE YEAR 2012 FOR INNOVATIVE TEACHING METHODS. EXPOSING OF SILENCED VALUES IN CLASSROOM AND PROVIDING A SPACE FOR REFLECTION AND EVALUATION. STRENGTHENING CRITICAL THINKING.	DEVELOPING IDEAS FOR INNOVATIVE TEACHING / LEARNING AND EXPOSING VALUES THROUGH VOICING SILENCED VALUES.
CROSS-DISCIPLINARY APPROACHES FOR TEACHING IN CR	↑	THE CR SUBJECT, AND THW MASTERS PROGRAM IN CORPORATE GOVERNANCE ARE CROSS DISCIPLINARY SUBJECTS.	DEVELOPING IDEAS FOR INNOVATIVE TEACHING / LEARNING AND EXPOSING VALUES THROUGH VOICING SILENCED VALUES.
CONTINUE TO USE NETWORKS (PRME) TO LEARN FROM OTHER ACTORS EFFECTIVE EDUCATIONAL PEDAGOGY	↑	THE INTERNSHIP PLANS WITH LA TROBE UNIVERSITY BUSINESS SCHOOL IN AUSTRALIA AND SHARED PAPERS WITH LA TROBE UNIVERSITY BUSINESS SCHOOL AND NANTES AUDENCIA SCHOOL OF MANAGEMENT	DEVELOPING THE INTERNSHIP PLAN AND SHARING OF KNOWLEDGE AND PRACTISES.

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING



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.04e	.1	cc	8625	31.20
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...	...	36	8697	23.27
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1.21e	10.8	...	685	11.25
.20	2.9	15	744	7.00
.0e	.2	43	6969	55.65
2.80	3.3	13	264	86.14
.80	6.4	21	537	12.64
2.25	8.2	17	408	27.47
...	347	29.80
1.85	8.3	12	2489	22.38
2.20	5.7	19	274	38.66
...	...	dd	378	23.25
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...	...	dd	1688	34.40
...	...	56	256	7.80
.42p	909	12.48
...	...	36	8697	23.27
2.84	6.6	...	1247	42.86
1.21e	10.8	...	685	11.25

PRINCIPLE 4. RESEARCH

Research is a central means for researching the goal of sustainable development at Hanken. Ethically advanced research brings out and disseminates new knowledge about the roles and impact that economic actors have in creating sustainable development. Moreover, Hanken sees research as crucial in describing and understanding what constitutes sustainable development.

1) FRAMEWORKS AND STRATEGIES (A)

"The school pursues multi-disciplinary research projects that create new knowledge and new action patterns for sustainable economic, social and environmental development"
(Hanken 2020: Strategy of Hanken School of Economics, from section Explicit strategy for the agreement period 2010-2012)

"The school promotes the integrity of research and respect for ethical norms"
(Hanken 2020: Strategy of Hanken School of Economics, from section Explicit strategy for the agreement period 2010-2012)

Within research, Hanken has put in place objectives in concern to sustainability and responsibility. These are a part of Hanken's sustainability strategy, and are as follows:

- » Hanken's research is internationally advanced, empirical and conceptual. It creates new knowledge about the role, the dynamics and the impact market and economic actors have on sustainable economic, social and environmental development.
- » Hanken encourages and supports interdisciplinary research in order to create new knowledge and courses of action aimed sustainable economic, social and environmental development
- » Hanken efficiently disseminates research results on sustainable development to societal stakeholders at both the national and international levels

2) FACILITATION (B)

The Corporate Governance programme and the CR minor operate across disciplines at Hanken, strengthening the collaboration between the departments.

The Research Group on Corporate Responsibility, Ethics & Management Education (CREME) researchers network combines researchers with an interest in sustainability, responsibility and ethics so that new collaboration and ideas can take place. This communication across departments and help find support for research projects from departments with suitable knowledge and similar interests. This collaboration also allows for joint work on e.g. PhD courses, research projects and seminars.

At Hanken research project are mainly funded from external sources. The Ministry of Education and the government provide money to funds, which evaluate research project and then divide the money for research purpose. The biggest governmentally directed fund is Academy of Finland. Further, the government has also had research projects that directly contribute to an issue they are dealing with. The NASTA project on gender issues, is an example of an government funded project, with focus on getting better knowledge around, women, management and leadership.

Another relevant project is the QUEST project. This research project builds on an extensive collaboration between actors in Finland and the UK. The focus is on well-being especially in growth industries. More information on this can be found at <http://www.hanken.fi/public/en/thequestforwellbeing>

Hanken has developed open access publication. There is a working group that help researchers put up personal versions of their research in the HARIS database. This activity allows larger access to a first look at the research produced at Hanken.

3) ACHIEVEMENTS (C)

- » Hanken has also actively been collaborating with the UN and the PRME community. In spring 2012, Hanken participated in writing the "Inspirational guide" around our reporting practises, strategy and the CR3 conference and collaboration activities. In addition, Hanken actively par-

ticipates in the debate around adopting the PRME principles and development of the PRME. The PRME has provided a basis for research and publications together with other PRME partners.

- » Hanken has developed the journal of Humanitarian Logistics and Supply Chain Management (JHLSCM), which is a free access journal. JHLSCM publishes state of the art research, utilizing both quantitative and qualitative approaches, in the field of humanitarian and development aid logistics and supply chain management. The journal is an Emerald journal and included in its group of logistics and operations management journals. For more information see <http://www.hanken.fi/public/en/jhlscm>
- » The CR3 conference arranged at Hanken in April 2011 also allowed Hanken to host international scholars with ideas around sustainability and responsibility. The partners, Audencia Nantes School of Management (France) and ISAE/FGV in Curitiba (Brazil) played an active role in planning the content of the conference. The conference allowed a multidisciplinary discussion around sustainability and responsibility issues. The focus of the conference was on the concepts of Corporate responsibility (CR) and Global Responsibility (GR) are reshaping the ways we think about business and society. During the conference, the partnership expanded as La Trobe University Graduate School of Management became a forth partner and the conference became CR3+ conference. The conference was successfully arranged as a part of the RIODD conference in France in 2012. In 2013 the CR3+ conference will be arranged in Brazil and in 2014 in Australia.
- » Researchers involved with diversity, equality and gender have strong connections especially in Europe through different associations and centres of excellence, as the European Sociological association, EDDA (Island), Gexcel (Sweden) and FEMCIT (Norway).
- » In 2011 a research network for sharing information across disciplines, called CREME (Research Group on Corporate Responsibility, Ethics & Management Education). The group shares information between doctoral students, post docs and professors around interesting events, activities and work around sustainability and responsibility. The group has during spring been arranging seminars, where

people can present ideas and their work and get feedback. The cross disciplinary activity has been beneficial in combining ideas and work and opening new trains of thought around work that could be done. We can also see that more and more PhD students are becoming interested in these issues and the work of PRME.

4) GOALS/PLANS (D)

Due to recent changes in the government agenda, the focus on a more integrated PhD programme has become one of our main challenges. At the moment, Hanken has several PhD programmes with some variation depending on the department and subject in focus. Due to funding reasons, the government has now called for a PhD programme at Hanken, that is more integrated across disciplines.

Hanken is also developing the HARIS data base, end encouraging researchers to put up their personal versions of published research. The database will make it easier for other scholars to see what the research interests at Hanken are and finding partners and projects that could be collaborating. Still, the activity around open access publication and the using of HARIS database has been limited, so one of the challenges is to work on this potential in addition to other work around research and collaboration at Hanken.

We encourage dialogue and debate within the academic and business communities, among decision makers, consumers, the media, citizens' organisations and other stakeholder groups on issues concerning responsible management and sustainable development are actively supported.

- » Through developing initiatives, researchers are encouraged to be active within various national forums on sustainable development.
- » Professionals and managers with background in CR are actively used in teaching and invited as guest lecturers.

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GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
RESEARCH ACTIVITIES WHICH ARE CHARACTERISED BY ACADEMIC EXCELLENCE AND CORPORATE WORLD RELEVANCE.	↗	<p>RESEARCH PROJECTS ON SUSTAINABILITY AND RESPONSIBILITY, AS WELL AS ACTIVITIES AND PUBLICATIONS IN DIFFERENT MEDIAS AND JOURNALS ON THE ISSUES.</p> <p>OPEN ACCESS RESEARCH</p> <p>THE OPEN ACCESS JOURNAL OF HUMANITARIAN LOGISTICS AND SUPPLY CHAIN MANAGEMENT (JHLSCM).</p> <p>ESTABLISHMENT OF THE CREME RESEARCH NETWORK</p>	<p>RESEARCH ACTIVITIES WHICH ARE CHARACTERISED BY ACADEMIC EXCELLENCE AND CORPORATE WORLD RELEVANCE.</p> <p>USING THE CREME NETWORK TO ARRANGE SEMINARS AND WORKSHOPS AIMED AT BOTH ACADEMIA, BUSINESS AND OTHER STAKEHOLDERS</p>

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;
→: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING



PRINCIPLE 5. PARTNERSHIP & PRINCIPLE 6. DIALOGUE

1) FRAMEWORKS AND STRATEGIES (A)

“The Partner Programme at Hanken offers long term partnerships between the corporate world and Hanken. The Programme is a platform for connecting knowledge and research from Hanken with the potential and energy of our students and the experience and expertise of the corporate world.” (<http://www.hanken.fi/public/en/partnerprogram>)

Hanken is actively discussing and working together with industry to gain knowledge on current issues and struggles of the organisations. Many of Hankens research projects include the corporate sector and partnerships with them as a jointly funded research project.

Collaborative efforts with Hanken’s Partner Programme has allowed building up long term relations with corporations for research, dialogue and partnership. This allows us to better understand company expectations on our education as well as companies to work with us to provide better tools for the future for our students.

In addition to this, Hanken develop partnership in form of research communities and common interests with a large scale of universities both nationally and internationally. Hanken has for a long time been on a national level working with e.g. the University of Helsinki and Aalto School of Economics on joint research projects and agendas. The partnership with these schools have allowed students to participate in courses in the other universities, and add the credits as a part of their own programme. On an International level, Hanken has been actively involved in the exchange programme, ensuring all students the possibility of exchange.

2) FACILITATION (B)

In terms of CR Hanken has been developing partnerships especially with PriceWaterhouseCoopers (PwC) and Finnish Business & Society (FiBS). Both of these organisations have a strong interest in things related to sustainability and responsibility. PwC has been a part of the Corporate Responsibility module in the MBA programme, guest lecturing on the topic and their work around the field. FiBS has been active in arranging small seminars and events around topics related to sustainability and responsibility and the issues on organisations agendas.

Hanken has also been having guest lecturers from businesses and NGO’s to present their work and take on sustainability and responsibility issues. In addition to this, Hanken arranges company visits and panel discussions where dialogue and different takes and views on the issue are encouraged.

Hanken is actively involved in reporting around our activities in relation to sustainability and responsibility. The PRME report is only one way of bringing forth the work on these issues, alongside the Green Office report, Webpages, Internal news (Hanken Internt) and other media sources. In addition to these, funded research project need to report on their development and the work that has been done. In these reports, collaboration with other universities, participation in conferences and seminars are brought up. The final reports of research projects are often open to the public.

Events and conferences organised by our partners and Hanken also encourage dialogue and partnerships. Events are important for networking and becoming aware of issues that organisations might be struggling with, finding and discussing common interests and developing new ideas across borders. The conferences raise awareness around issues where there seems to be a need for a broader discussion and raising awareness around the work that is done.

Hankens has a strong partnership with Audencia Nantes School of Management (France) and La Trobe University Business School (Australia). This partnership builds on research, the CR3+ conference and the work around the PRME. In autumn 2011 Hanken piloted an internship exchange with La Trobe University. One master level student

from Hanken was sent to La Trobe University in Melbourne to pilot the community development project. This partnership has from there developed into a project, where Hanken plans to develop a similar internship at Hanken and then work on exchange between La Trobe University and Hanken in regards of the internship. There are plans to develop this idea with Audencia Nantes School of Management.

Hanken also actively supports visits from international scholars. Näringslivetsfond, a foundation at Hanken is committed in supporting and providing funds when inviting scholars to Hanken for a visit. During this visit, the scholars can participate in courses as guest lecturers, research seminars, workshops and discussions and plans around projects with PhDs and scholars.

Hankens extensive Alumni network has also encouraged dialogue and partnership. The active work and dialogue with alumni during conferences, seminars and research has provided them with updated information on issues and struggles around sustainability and responsibility.



3) ACHIEVEMENTS (C)

- » The CR3 conference strengthened the partnership and dialogue around sustainability and responsibility and provided a forum where ideas, developments and concerns in regards to these issues and the work of the PRME can be brought forward.
- » The piloting in Autumn 2011 with the internship with La Trobe University was proven successful. The internship was based on a service learning pedagogy where the student combines practical and theoretical knowledge. Hanken is now in the process of developing their own internship, so that an exchange of students between Hanken and La Trobe University.
- » Through its emphasis on internationalization, Hanken is developing partnerships with other universities, and raising awareness around its work and research. Joint projects with other universities and researchers add to the dialogue around sustainability and responsibility. Research projects as the e.g. QUEST, PRME and CR3 have developed partnerships across partners. The ERASMUS exchange programme has also made Hanken an attractive place to study for students around Europe.
- » The Nordic Corporate Governance network has been working on issues related to corporate governance. The network has been looking at issues in corporate governance and e.g. the financial crises. The Hanken Centre for Corporate Governance, has attracted both national and international master students with an interest in corporate governance.
- » Hanken has also has a collaboration with the University of Aalto and University of Helsinki in providing students with courses in relation to environment economics (swe Miljö Ekonomi). Students with a environmental interest and a major in economics have been participating in this joint project to gain knowledge in the field.
- » Accounting at Hanken has been partnering with the Certified Analytical CGR examiners to provide students with the certificate. This certificate is required for some fields of work, and it also acts as quality insurance for the education at Hanken.

» Hanken has also been active in arranging a variety of events, guest lectures, activities and seminars around the topic of sustainability and responsibility. These have encouraged dialogue and networking and been raising awareness around the field and around the activities in the field.

» The CREME community has been working on developing ideas and exchanging ideas, projects and knowledge. The community has on a regular basis had seminars to present ideas and exchange knowledge. The seminars act as workshops where papers can be developed and work around sustainability and responsibility at Hanken can be presented and reviewed.

4) GOALS/PLANS (D)

Hanken is working on the accessibility to publications in relation to open access. This work continues, as even though we have the facilitation in place, it is not actively used.

Vasa campus has also actively been involved in the energy clusters. They are actively in the debate around building one of the biggest windfarms in Finland close to Vaasa, and this would then have an impact where their power originates from, and thus the amount of renewable energy sources.

Hanken is also working on strengthening the connections to NGO's. This partnership is becoming increasingly important within this field, as many of the jobs offered include work at NGOs. Thus, providing students with an understanding of this line of work and these opportunities is becoming increasingly important.

Hanken is also working on PRME visibility. Plans are to use the existing information channels more effectively to engage a larger audience. The communication on developments, ideas and work done both to faculty, researchers and students is one of our challenges.

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
INTERACTION AND NEW FORMS OF COLLABORATION WITH BUSINESS COMMUNITIES.	↑	DEVELOPING THE INTERNSHIP PROGRAMME WITH FIBS AND PWC THE CR3 CONFERENCE AND DEVELOPING IT TO THE CR3+ CONFERENCE. A VARIETY OF PROJECTS AS THE QUEST, PRME ETC. THE CENTRE FOR CORPORATE GOVERNANCE	INTERNSHIP AND WORK PRACTISE PLANS FOR STUDENTS AT HANKEN WITH OTHER PARTNERS
WORKSHOPS FOR PRACTITIONERS	↑	THE CR3 CONFERENCE AND THE CONTINUUM OF THE CR3+ CONFERENCE CREME COMMUNITY AND WORKSHOPS	DEVELOPING THE CREME COMMUNITY AND THE WORKSHOPS CR3+ CONFERENCE WORK
COOPERATION WITH KEY-ACADEMIC INSTITUTIONS	↑	THE REPORT HAS BEEN PRODUCED WITH THE OLD CYCLE.	DEVELOP AN EXCHANGE PROGRAM WITH LA TROBE UNIVERSITY INCLUDING THE INTERNSHIP DEVELOPING THE COOPERATION WITH KEY-ACADEMIC INSTITUTIONS

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;
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PRINCIPLE 7. ADDENDUM PRINCIPLE

Hanken's internal attitude towards sustainable development and ethical values is the corner stone of Hanken's strategy for sustainability. Hanken internal activities should be characterised by routines and practises that are based on responsibility, openness, co-operation, respect and equality. Hanken is a fair, secure and effective organisation. The principle of security implies that staff should be able to work in an environment that does not endanger physical or mental health, that the work environment is comfortable and that everyone strives continuously to prevent and handle workplace related conflicts. Hanken also strives to continuously reduce its environmental impact on the Environment.

ACHIEVEMENTS:

Hanken became a signature of the WWF Green Office in 2009 and received the designation of using the logo in October 2010. As a result of this, Hanken is monitoring and aiming at reducing power usage, paper usage and waste. In 2011 the goal was to reduce power usage by 5% compared to 2010, and reduce paper usage by 10% compared to 2010. In 2011 the paper usage reduced by 4% and the power usage by 7%. For year 2012, the same goal still remains, reducing the power usage by 5% and 10% of paper usage compared to 2010. For more information see http://www.hanken.fi/public/en/sustainable_development#document4

Hanken has also put in place recycling garbage bins to reduce the impact on nature. These bins are distributed across campus. In addition, the Green Office team in Helsinki is working on providing more places for pushbikes, and better information on collective traffic. Hanken has already moved to providing information at the main campus on the screens, and has put in place a screen with collective traffic schedules. Green office is also looking into processes to help the reduction of paper, e.g. by moving away from printed versions of the masters thesis and using electronic versions instead.

Hanken Social Impact (HSI) is currently working on engaging students with interest in sustainability and responsibility issues in arranging small events and support functions for lectures and education. HSI is working on pooling the ideas and bringing them forwards in suitable places. HSI arranged in spring 2012 a successful kick-off event, where masters and bachelors students could present their current research pro-

jects, to inspire others and provide ideas. This activity is to both bring forward the research projects and ideas that are ongoing at Hanken to the students, but also bring forth the concerns, struggles and interests of the students to teachers and researchers.

Hanken has also been including students in the different decisions making practises. For example, there are always student representatives present in the Academic Council, the Institutions council and the board etc. This ensures that student voices and opinions are heard when making strategical decisions for the future of Hanken.

We are also aiming at producing one report per year. This is due to the academic year. We are working on developing the practises of writing the report and publishing it with a one year cycle.

Hanken also contributed in writing The Inspirational Guide for the Implementation of PRME: Placing sustainability at the heart of management education. This contains 63 case stories from 47 institutions. It has been written for those interested in applying sustainability principles in their educational institutions. More information is available at: www.gseresearch.com/about/prme.htm and a bound book will be available later in summer 2012.

» For this report, discussions/interviews with the head of departments took place in Spring 2012. This provided an opportunity for both Head of Departments to present what they are currently doing in regards of the PRME but also ask questions and present ideas on how the PRME could be used in the future.

GOALS IN PREVIOUS REPORT		ACHIEVEMENTS AND PROGRESS	FUTURE GOALS
REDUCE THE USE OF PAPER BY 10% AND THE USE OF ELECTRICITY BY 5% DURING 2011	→	PAPER AND ELECTRICITY WAS REDUCED IN YEAR 2011, BUT WE DID NOT REACH THE GOAL	IMPROVING MONITORING AND PROCESSES IN ORDER TO REDUCE ELECTRICITY USAGE AND PAPER USAGE BY 10% AND 5% DURING 2012.
DEVELOPING NEW FORMS OF CO-OPERATION BETWEEN ACADEMIC STAFF AND STUDENT UNION	↑	HANKEN SOCIAL IMPACT HAS BEEN FOUNDED BY STUDENTS TO POOL BETWEEN ALUMNIS, ACADEMIC STAFF AND STUDENTS IN DIFFERENT SUBJECTS.	DEVELOPING THE CO-OPERATION AND POOLING ALUMNIS STUDENTS AND STFF INA VARIETY OF WAYS TO DEVELOP NEW IDEAS. CREATING STRONGER CONNECTIONS TO THE BUSINESS ENVIRONMENT.
REPORTING EVERY YEAR RATHER THAN ONE AND A HALF YEAR	↓	THE REPORT HAS BEEN PRODUCED WITH THE OLD CYCLE.	REPORTING EVERY ONE AND A HALF YEAR TURNS OUT TO BE MORE IN LINE WITH THE RESOURCES WE HAVE AT OUR DISPOSAL, AND THUS WE WILL AIM FOR THIS IN THE FUTURE.

↑: GOALS REACHED OR EXCEEDED; ↗: CLEAR PROGRESS BEING MADE TOWARDS REACHING GOAL;
 →: LITTLE OR NO PROGRESS SINCE LAST PRME REPORT; ↓: BACKSLIDING

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